

Farm and Home Planning

NORTH CENTRAL STATES

Emphasizing

1. Farm Management
Workers' Contribution
2. Work Under Way

*Report of North Central
Farm Management
Extension Committee
U. S. Department of Agriculture
Cooperating*

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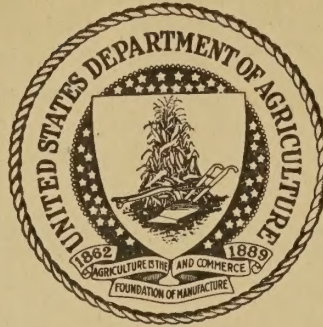
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Emphasizing

the Extension Farm Management Specialists' Contribution
and Current Work in the North Central States

"Farm and home planning is a way of helping farm families to use their resources to the best immediate and long-time advantage so that they may get the most satisfaction out of farm life. It involves applying in a coordinated manner the most effective farm and home principles and practices."

This is the definition formulated by extension workers representing the 13 North Central States at the farm and home planning workshop held at Urbana, Illinois, in June 1948.

The purpose of this committee report is to supplement the workshop report by outlining in more detail the contributions that might be made by farm management extension workers and to present a summary of work in farm and home planning in each State.

Situation

Efforts to extend agricultural information to rural people in the United States have passed through several stages of development during the last century and a half. Education began in the early agricultural societies with the Philadelphia society in 1785. The purpose was to acquaint members with ways and means of improving agriculture by disseminating agricultural information through publications, newspaper articles, and lectures. Later, farmers' institutes were developed, and through lecture programs they aimed at getting information to farmers. With the establishment of the Extension Service in 1914 the work was given new stimulation and direction. Demonstrations placed on actual farms were one means of teaching farmers new practices. Later, with greater demand the emphasis gradually shifted to a group approach in combination with demonstrations.

Today, in the rapidly changing technological and economic situation, adjustments by individual farmers become more important in achieving a better rural life. Farmers again are demanding more help in applying information to individual farms. Farm and home planning is now evolving as a new technique for achieving the broad objectives of extension education for farm people. It furnishes them with the facts needed and with the "know how" in applying these facts to their farms. It is also a technique for assisting farm families in evaluating the principles and facts involved in decision making. In this field farm management workers can be of special assistance.

Farm Management Worker's Contribution

The farm management worker is primarily concerned with problems of management, organization, business analysis, and the economic welfare of the family. He is also concerned with the economic relationships growing out of field arrangements, crop production, livestock operations, and the use of labor, equipment, finances, and other resources.

Since farm management workers are qualified by training and experience to serve agriculture in these fields, their responsibilities in connection with farm and home planning include:

1. Providing subject-matter information in the teaching and application of economic principles as applied to the farm and the home. These principles lie largely in the fields of farm organization, management, and the use of physical and economic facts in the money-making and money-using decisions of the farm family.
2. Cooperating in carrying certain phases of the program such as:
 - a. Training extension personnel, other professional workers and farm families in the techniques of planning and in the use of working forms and materials important to getting plans made.
 - b. In the development of working materials, procedures, forms, etc.
 - c. Assembling pertinent information to be used in the process.
 - d. In developing educational materials, such as radio scripts, news stories, circular letters, visual aids (slides, films, charts, etc.), and publications.

These responsibilities appear in both the planning and operation phases, in assisting the farm families in deciding on necessary adjustments, appraising progress, and measuring results.

Observations and Recommendations

It is the opinion of this committee that most States in the North Central region have much research and technical information not now being used by many farm people. Therefore, the job becomes one of organizing this information and presenting it in such a way that individual farmers can apply it to their own situation. This is now being done by all States in varying degrees. One of Extension's real problems is how to help all farmers apply economic and technological findings, without undue lag as they are now presented. This lag is more significant than formerly because of:

1. The increased size and complexity of the farm business and the more complex society in which farmers live.
2. The increased capital requirements in farming.
3. The rapid development in technology.
4. The unusual number of young people who have recently entered or returned to the business of farming.

Farm and home planning is one method that has been demonstrated as a way for increasing the amount and speeding up the rate information is taken and applied.

Each State already has had successful experience in some phases of farm and home planning. This experience has come through certain kinds of assistance given to farm families by the extension service and other divisions of the State college, other agencies of the State and Federal Governments, and others.

The situation is different in regard to the extension problem in this field in each State. No standard procedure will fit all States. We believe that an effective method for the extension service to use is to set up a committee of men and women from the administrative supervisory subject matter and field worker staff. The function of this committee would be to assist the extension service in making farm and home planning an effective part of the extension program in the State. In States where farm and home planning has not been developed as a major program one of the following approaches may prove useful:

- a. The pilot county.
- b. The demonstration farm.
- c. A combination of a and b.

In the pilot county approach a few counties are selected, and the work on farm and home planning is concentrated in these counties. As contrasted with the pilot county approach the demonstration farm approach involves most counties in the State with a few demonstrators in each county. It should be borne in mind that in either the pilot county or the demonstration county approach the objective is that of experimenting with and improving techniques for doing the job.

The pilot county approach has several advantages. These are: (1) Counties can be selected where the work is most likely to succeed, (2) a much wider experience can be obtained in that the individual as well as the group approach can be experimented with, (3) leaders can be more carefully selected, (4) these leaders can be better trained and a sufficient number of families can be included in the program to provide maximum utilization of leaders and county extension workers' time, and (5) the program can be conducted on a full-scale basis, thereby gaining so-called mass production experience.

The advantages of the demonstration farm approach are: (1) Workers in many more counties participate and gain experience, and (2) by carefully selecting demonstrators in many counties the leadership can be trained for the time when the program is expanded. The disadvantage of the demonstration farm approach is that with a limited amount of effort little experience can be gained on a full-scale operation.

If a substantial amount of manpower is available for experimenting with the program a combination of both approaches is recommended for consideration.

Forms, Aids, and Materials Being Used by the States

Planning workbooks have been prepared for use in phases of farm and home planning in 10 States. These States are Missouri, Kansas, Illinois, Michigan, Minnesota, Indiana, Nebraska, North Dakota, Ohio, and Wisconsin. The workbooks provide essential forms organized for use by farm people so that they can systematically carry through an analysis of their own situation as a basis for determining changes that need to be made. The trend seems to be to develop workbooks containing a minimum of subject matter and forms calling for the simplest computations possible. Most are bound, but a few are being developed in looseleaf style so that the farmer can take out only forms that he needs and so that the various specialists can use the forms in connection with their special work.

The following points should be considered in preparing and using planning workbooks:

- a. That planning books are a tool to be used as a means to an end and not the end. Unless the planning procedure results in corrective action on the part of farm people, it is not justified.
- b. That an effort be made to simplify forms now being used.
- c. In most States there are a group of farmers who are anxious to do all pencil work necessary to prepare a complete plan and put it on paper. This should be encouraged sufficiently to provide demonstration material.

Enterprise check sheets have been prepared and are being used in four States--Missouri, Ohio, Wisconsin, and Michigan. The check sheets are a part of the planning workbook in Michigan. These check sheets are generally designed to be used as a teaching aid in emphasizing the production practices important to various enterprises. Extension agents have generally found these helpful in meeting scheduled and unscheduled requests for their services dealing with specific enterprises.

Information handbooks have been prepared in six States--Missouri, Indiana, Kansas, Ohio, Michigan, and Wisconsin. The purpose of the handbook generally is to provide those leading either an individual or a group through the process of planning with basic factual information essential in planning. This handbook is generally the one place where recommendations made by all extension personnel are pulled together. Usually the contents of such a handbook are too technical and too voluminous for general distribution to farmers.

Much of the subject matter formerly found in some workbooks is now being included in information handbooks. It is felt that this tends to shorten the workbook and thereby make it more practical and increase its usefulness, especially in the eyes of the farm families.

Radio is being used by five States in connection with farm and home planning. The radio has been used for publicizing general information and news rather than instruction in how to proceed to develop a farm and home plan. Radio is an excellent means of getting interest and attention.

Transcriptions are being used in four States. These disks are prepared at the college and then sent out to be used in local station broadcasts. They can be rotated from one county to another.

Slides and stories to accompany them are being used in Missouri, Nebraska, and Kansas. The slides can be used in general meetings to familiarize people with what farm and home planning is. Assistance in developing a plan will then be requested by the farmer, instead of its being offered to him.

Motion pictures with sound have been prepared in Missouri. Ohio has a silent film. Several available films produced by commercial concerns have farm and home planning as the main theme.

Charts are being used or will be used during 1948 in Kansas, Missouri, Michigan, and Nebraska. Where an oslid machine is available, these charts may be prepared in quantity, making it possible for a leader out in the State to buy a complete set of charts at a cost of less than a dollar a chart.

Administrative Organization for Conducting Planning

During the latter part of 1947 the 13 States were surveyed regarding the State office of extension organization designed to carry on farm and home planning work. The following summary lists the type of responsibility and who is accountable for it as well as types of activities in conducting the program. The numbers indicate the States reporting.

<u>Type of responsibility</u>	<u>States reporting</u>
1. Leadership responsibility	
(a) Director	3
(b) Farm management	4
(c) Committee	5
2. Training of State staff members	
(a) Yes	5
(b) No	6
3. Number on committee	
(a) No committee	6
(b) Six to eight on committee	4
(c) Over eight	3
4. Chairman of committee	
(a) District agent	4
(b) Soil specialist	1
(c) Director	1
(d) Program planning chairman	1
5. Committees appointed by director (with advice in 3 cases)	
6. Committee changes	
(a) Frequent	1
(b) Infrequent	4
(c) Not old enough to have a policy	2
7. Committee meetings	
(a) Regularly	6
(b) Irregularly	1
8. Committee responsibilities	
(a) Advisory to director, helps establish policy, helps coordinate all interests, helps develop plans, forms procedures, etc.	5
(b) Sets up and conducts series of schools in counties	1
(c) Develops plans for distribution of farm planning booklets	1
9. Training performed by production specialists	
(a) County workers	
1. Yes	4
2. No	7
(b) Farm people	
1. Yes	4
2. No	7

10. Farm management specialists assisted in all States where the work is carried in training county workers and farm people. States where workers are employed to assist farm people in planning in either State or county offices.
- (a) Yes 3
- (b) No 10
11. County personnel trained
- (a) No personnel trained or no report 6
- (b) Extension members 7
- (c) Extension members plus SCS 6
- (d) Extension members plus FHA 4
- (e) Extension members plus county agents, and veteran instructors 3
12. Agents' time devoted to farm and home planning
- (a) Intensive counties-- 25 to 50 percent in 3 States
- (b) Average for all counties carrying program
1. Very little 3
2. 5 percent of time 2
3. 6 to 15 percent of time 2
4. Over 15 percent of time 2

What States Are Doing in Farm and Home Planning

ILLINOIS

Most of the early work in this field was farm planning rather than farm and home planning. Some activities have been:

1. Farm planning in the Farm Bureau Farm Management Service. A great deal of planning has been done on the service farms, including plans for land use, livestock systems, and farm practices. Because of the pressure of other activities during the war years, planning was done with less detail than formerly. After the war planning was again given greater attention by the fieldmen. In 1946 a training school in farm planning was held for the fieldmen with extension specialists, farm advisers, and Soil Conservation Service personnel from Service counties attending.
2. Joint training schools were held for farm advisers and Soil Conservation Service farm planners in groups of 10 to 12 counties. These 2-day schools were organized and conducted under the leadership of extension administration, with specialists from all departments cooperating.
3. Farm and home planning meetings were held in a few counties where such meetings were requested by farm and home advisers. With farm management and home management specialists cooperating, these were discussion or educational meetings rather than working meetings to develop plans.

The program in Illinois has been based in part on close cooperation with the Soil Conservation Service in all counties where conservation districts

are organized. A revised planning booklet has been developed with the idea that it will be used by Soil Conservation Service farm planners, but it is also adapted for use in counties without conservation districts and on farms not cooperating in the district program.

Efforts are being made to develop complete plans on test-demonstration farms in eight counties cooperating with the TVA. These farms have had partial plans and many are in soil conservation district programs. The objective is to develop these plans so that the farms will be good farm-unit demonstrations. According to the 1948 plan of work for the test demonstration program, complete land-use plans are required, including testing of soils and use of fertilizers according to needs indicated by the tests.

A problem of concern is the relationship of farm planning to conservation planning. Our approach has been to tie in with SCS where it has a program and to work on a unit basis. The feeling has been that we can make better use of extension time by performing an educational function and using soil technicians in the county for some of the technical assistance than by setting up a planning program not very closely related to that of the soil conservation district. In some cases that will mean group organization to carry on with plans already set up with SCS. In some counties where there are no districts we will follow the same general pattern of organizing neighborhood groups with emphasis on local leadership. This provides an avenue not only for farm management but for all specialists to get subject matter into channels where it is effective.

This approach is working very well in some counties, and the numbers of farmers reached is increasing. The group approach, with the county agent and the district technician working together, is resulting in better conservation plans, although, with respect to other phases of the farm business, the plans are not as complete as would be desired. As the group approach has developed, the trend has been toward the farmer doing more of his individual planning and the technician doing less of it for him.

In Illinois there is less emphasis than in many States on machinery to put conservation plans into operation. Both extension and conservation technicians emphasize work that most farmers can do themselves, and there is not a great deal of terracing.

Since the first of 1948 we have had an extension committee called the Farm and Home Planning Committee, which represents all the departments in the college and includes three people from home economics extension. This group is convinced of the desirability of farm and home planning and the family approach, and has made a good deal of progress in getting the idea to all extension specialists.

For some time we have had projects that were primarily farm and home management and for the most part built around cooperators in farm account or home account projects. In some counties there is a large number of home account cooperators, and many are in the same families that have farm accounts. Home management specialists have prepared a mimeographed booklet, Our Family's Money Management Plans, including budget forms and summaries of how families keeping home accounts spend their money.

We have not launched a State-wide farm and home planning program, but are working in individual counties to get farm and home plans developed. In 1947 we had one county where the project was principally farm management and home management, although a few other specialists got into it. In 1948 a second county developed a program with assistance from the farm and home planning committee referred to previously. In other words, the county phase of farm and home planning is being started on a demonstration county basis. Little publicity has been given to the work in these counties.

INDIANA

In 1946-47 individual farm planning work was started in Indiana on an experimental basis in five counties with 93 farmers participating. The agricultural economics division had major responsibility for the work. The home economics division and other subject matter divisions also participated. However, the major part of the field work was carried on by members of the agricultural economics division. The program in the individual counties was as follows:

The county agent enrolled 20 to 30 interested young farmers in the project early in the fall. Each county agent also enrolled two or three respected, successful, older farmers to act as advisors. Each farmer enrollee also filled out forms showing his present farm organization from the physical standpoint.

A series of three meetings was then planned. Someone from the agricultural economics division presented the material at each of the first two meetings. The first meeting was devoted to developing the principles involved in planning a good cropping system. The second meeting was devoted to the principles involved in planning a good livestock program. Each of these meetings was two hours in length and some were held in the afternoon and some in the evening. The group was then broken up into smaller groups of four. The first group of four farmers along with the specialist from the agricultural economics division and the county agent spent the day visiting each of the four farms of the men involved. In the evening this same group came together and discussed the problems on all four farms and then each man worked out a desirable long time crop and livestock program for his farm. In addition, volume of business and labor efficiency was calculated. When time permitted consideration was also given to the question of how to shift from the present plan to the long-time suggested plan. The county agent followed a similar procedure with each of the other groups of four.

In 1947-48 farm planning work was conducted in 72 counties with about 3,500 farmers. This number includes approximately 2,000 veterans. In the main, the project was conducted in the same manner as in 1946-47. Members of the other divisions assisted in preparing and revising the material used in the planning project. A limited number of meetings were also held by other specialists in connection with the project. However, the general plan has been for the individual farm planning group members to attend the regular meetings held by the extension specialists in the other divisions where they had special problems. In some instances the county extension program has been modified to meet the needs of farmers as indicated by problems found on the farms of cooperators in this project.

Plans for carrying forward the work in 1948-49 have been made. Approximately 87 counties are enrolled for the project. In general, the same procedure will again be followed in these counties with, of course, a new group of farmers. Plans have also been made to hold one meeting a year with the individuals who were in the project the proceeding two years.

A field agent in individual farm planning has been employed and located in Rushville, Rush County, Indiana. He will work more intently on individual farm planning in this county and the five surrounding counties. His work, in addition to holding the meetings indicated previously, will be to follow-up with individual visits and to assist in getting services set up to perform some of the necessary work involved in controlling erosion and the like.

IOWA

Farm and home planning in Iowa has been carried out in a less detailed and intensive way to date than in some other midwest States. The three following reasons seem pertinent: (1) Iowa has relatively few uneconomic farm units, (2) the large number of rented farms gives young farmers with satisfactory farming ability a good chance to get started, and (3) so many farming combinations are reasonably satisfactory from the income standpoint that farmers feel less need for planning help than in many other midwest areas.

As farmers become more business-minded, their interest in farm planning is increasing. Income for home investments and better living is also stimulating more interest in home planning possibilities.

The teaching of planning principles to be used by farm people has been an important part of the extension educational program in Iowa for many years. A great deal of specialized farm and home planning was taught by extension farm and home management specialists with the help of other extension workers during the late 1930s. At that time, much of the direct planning assistance given to farm people was by F.S.A. and S.C.S. workers. Extension's effort was largely that of training these professional workers.

The development of organized groups of young married couples in most Iowa counties in recent years has given further stimulus to planning activities. Much interest is also found among veterans classes although this has not yet been developed into a good educational program along farm and home planning lines by the veterans administration.

The several recent developments in extension work of farm and home planning are as follows:

1. A considerable amount of farm and home planning has been carried out in the farm business association areas, both with cooperators and with others.
2. A farm and family investment and income budget for a beginning farmer was prepared and used in training schools for all county extension workers during 1946. This procedure was used in some G.I. classes, with young married groups and similar places.

3. A ten-year financial planning budget was developed in 1945. It includes farm savings and income on the one side and farm expenses, family expenses, farm and family investments, and savings on the other. It was developed as a part of the statewide farm and home improvement educational program. This budget outline appeared in a published article (15,000 copies) and in a special circular (10,000 copies) used over the State. All county workers were trained in its use.
4. Three counties included farm and home planning in their county program during 1947-48.

Recently, a new type of farm and home management extension program has been developed in 10 counties in southern Iowa. A program committee in each county decides what their program will be. There is an active interest in including farm and home planning in their county programs. In several counties where the program has been developed family economics received considerable emphasis. A new staff position in family economics has been created to meet this need. Counties in other parts of Iowa are also developing an interest in this type of program.

The Extension Service has recently taken steps to set up a farm and home planning committee of administrative, specialist and field staff members to further develop the program.

KANSAS

The intensive use of farm and home planning in Kansas started with the organization of two farm management associations in 1931. The farm management specialists (fieldmen) that directed these associations used this approach in helping the farm families develop their over-all farm and family living program. The method has been continued from this early date and has been very successful. Part of this work is carried on in group meetings, and considerable individual work with the families is done as a follow-up. The planning with individual families produces more concrete results than does a group meeting unless the meeting has a definite follow-up immediately after it is held.

In recent years, the name "balanced farming and family living" has been used instead of farm and home planning.

The balanced farming and family living program, other than that conducted in the farm management associations, consisted mainly of five phases in 1946-47, as follows:

1. State staff training school. All members, including both men and women specialists, 4-H and administrative staff, participated in this 2-day school. Both men and women walked over the farm and thoroughly examined the farm buildings, including the farmhouse, then in small groups (five to seven) planned both the farm and the home program.

2. District training schools for county extension personnel (both men and women). These meetings were conducted very much like the State meeting.
3. Demonstration farms. Each county established two to five balanced farming and family living demonstration farms. These are to be used in tours or in other ways.
4. Special group meetings for farmers. County agents interested about 20 to 25 families in participating in a series of four planning meetings.
 - a. Crop production and water management.
 - b. Livestock (meat) and dairy.
 - c. Farmstead and home improvement.
 - d. Poultry, family living, and completing plan, including financial budget.

The specialists handling the subject matter to be discussed, assisted by the farm management and home management specialist, conducted these meetings.

5. Balanced farming association. In Wabaunsee County an association of 57 farmers was organized and an associate county agent hired to direct the program.

In 1947 the district training schools, for county personnel, were again held, and each county continued with the establishment of additional demonstration farms and homes. In each of nine counties a series of four intensive meetings was held. The various agricultural, engineering, and home economics specialists assisted the county extension agents in holding these method demonstration meetings. The county agents enrolled from 15 to 25 families, who attended each series. At each demonstration meeting, the family developed one or two phases of its own farm and home plan. This system was fairly successful where the county extension agents gave the enrolled families some follow-up assistance.

In 1948 a State training school was held for the instructors in vocational agriculture and veteran-on-the-farm, in-service training. A State training school also was held for all the personnel of the Farmers Home Administration. These two State training schools, which were primarily subject-matter schools, were followed by a series of district field demonstration schools held for the training of county personnel in the Extension Service, vocational agriculture, veterans' in-service training (agriculture), Soil Conservation Service, Farm Credit Administration, and Farmers Home Administration. These meetings were well attended and everyone actively participated. The instructors in the veteran-on-the-farm training program are using the balanced farming and family living program as one of the main phases of their curriculum. In many counties, the county extension agents are developing community groups, which are meeting and developing plans. Other agents are using the individual approach method.

The balanced farming and family living association in Wabaunsee County is being continued for 1948. There is considerable demand from throughout the entire State for the establishment of additional balanced farming rings.

The biggest problem in Kansas is to get volume in the development of balanced farming and family living plans.

The success of the balanced farming and family living program seems to be directly in proportion to the interest and enthusiasm of the Extension personnel conducting it. Equally good results were recorded under different methods. The most concrete progress is observed where the individual service approach is used; however, this method is the most costly in time and effort. The strictly "meeting" approach shows the least progress. It would appear that the most efficient method would be a combination of meetings and individual follow-up.

The Kansas Extension Service thinks of the balanced farming and family living program as a way or method of doing extension work. An effort is being made to develop ways whereby the "farm and family as a unit" approach can be used effectively in all project work. This type of approach will be continued and expanded. The Kansas Extension Service is not sure there is just one best way of presenting this type of program. In some cases, individual working with families seem to produce the best results for time, energy, and money spent. In other ways, the correlated project approach brings excellent results. The general belief is that it is a new method that merits wider use.

It is the opinion in Kansas that to be successful, the balanced farming and family living program must be operated as an over-all extension program and not as a project. The writing of one State plan of work where all specialists are correlating their efforts to solve the problems of the farmers and homemakers would help considerably in assuring the success of their method of presenting Extension information. The approval and active support of the administrative and supervisory personnel is essential.

KENTUCKY

Two pilot counties have been chosen for beginning the farm and home planning program. A group of farm families in each county has been selected to take part in the program, beginning in 1949. Each group of farm families is currently participating in a series of six discussions on the principles of good farming. These same families will go through the process of formulating their own farm and home plans beginning early in 1949. Other counties will be offered an opportunity to participate in the program at a later date.

MICHIGAN

Farm and home planning efforts and activities in Michigan are not new but have been receiving greater emphasis recently.

A farm financial planning booklet entitled "Analyzing and Planning the Farm Business" was published in 1940 and is still widely used.

The Michigan Farm Planning Guidebook--an 89-page reference manual for the development of farm management plans, including soil and water conservation--was prepared by an extension committee in 1946.

In the summer of 1946 a series of six meetings was held throughout the State for all Extension and Soil Conservation personnel. These were 2-day sessions in each of which a farm was visited and replanned. This was repeated at the college for resident teaching, research, and extension personnel.

In the winter of 1946 all county agents having soil conservation districts met and recommended that an experiment be tried where specialists would work directly with farm families. This was done in 7 counties, and in each 5 specialists met with about 20 to 25 families for a 2-day session.

Extension administration and a farm management man made the district round of county agent conferences in March 1947. After some discussion the agents were asked three questions. The questions and answers follow:

1. Is farm and home planning worthy of a major effort of the Extension Service in Michigan? Ninety percent of the agents answered yes and none answered no.
2. If it is, how should we proceed? They suggested that we: (a) develop a set of farm and home planning written principles and procedures, (b) prepare a series of charts to accompany the planning forms, and (c) think of working with all farmers and not with a few intensively.
3. Do you want further training meetings, and if so, what kind?
(a) All said yes, (b) The majority felt that meetings should be held with extension personnel only until something quite definite had been developed.

Work was then begun on a general farm and home planning procedure.

The administrative leadership for the effort was taken by C.V. Ballard, extension director, and B. D. Kuhn, State agricultural extension leader.

An extension committee represented by seven different departments in the agricultural school and one or two from home economics met frequently, and the members took active parts in steering the course of the "procedure to be" and also in contributing to its development.

At the request of the committee, the farm management department assumed leadership in guiding, preparing, assembling, duplicating, and presenting the procedure.

The extension man in each department drew upon the resources and personnel of the entire department.

In June 1947 a 3-day conference on farm and home planning was held at the college, with resident college folks and soil conservation folks attending. A farm was visited and then replanned and the procedure developed in a preliminary way, was used.

The theme of the annual extension conference, held in October 1947, was farm and home planning. Four hundred copies of a revised procedure were run and distributed. Each morning various department members were on the program and discussed their phases of the work. On the basis of suggestions received from the county extension staff members, the procedure was further revised, and 1,500 copies were run.

Specialists went out in the spring of 1948 and used the procedure in nine counties directly with farmers. About 15 to 20 counties used it on their own with no specialist help.

During the summer and fall of 1948 the following were accomplished:

1. Planning booklets were printed:
 - (a) Farm and Home Planning; Part I, The Farm, 5,000 copies
 - (b) Farm and Home Planning; Part II, The Home, 2,500 copies
2. Thirty charts were prepared to accompany the booklets. These are being duplicated by the ozalid process and cost about \$1 per chart.
3. Slides of these charts are being prepared also.
4. Two-day training schools for all county extension personnel (county, home, and club agents) were conducted by the specialist staff, with all departments represented on the committee participating.
5. It is estimated that 50 counties will be conducting one or more groups through the procedure this winter.

Assistant county agents are being employed in two counties (one already on the job) to work exclusively on farm and home planning. Their programs will look for the following:

1. How intensely must people be worked with in order to make progress in establishing a desirable farm and home plan?
2. Evidence in pictures, records, and statements from the participants will be obtained to find what progress is being made by each family.
3. What changes are necessary in our procedure?
4. If intense work is needed, can a group be interested in paying for such service?
5. How many farm families can be served by one man on an intensive basis? On an extensive basis?

MINNESOTA

Major phases of farm planning activities include:

1. Planning in cooperation with soil conservation districts. Farmers worked with were cooperators in the district program, men with field and crop plans already in operation. On this, planning work was done to build a better livestock feed balance, and in some cases some limited financial budget planning was done. In the field work good cooperation was received from soils, livestock, and dairy specialists as their assistance was needed. Work was done in seven counties. A series of two meetings was used; visits will be made to some of the cooperators this spring and summer.

2. Fast-working new land-clearing machinery in the cut-over section of northeastern Minnesota is opening new organization problems. Activities thus far have centered on conferences with county agents, with the objective of definite planning with individual farms. However, actual work with individual farmers has not yet got under way.
3. About 8,000 veterans are enrolled in special agricultural high school training courses in about 200 high schools of the State. Help is given on farm planning along with other farm management teaching. At two rounds of district conferences in the fall of 1946 training schools were conducted for instructors on methods of teaching the veterans how to plan their farms, and on assistance that should be given them. About 3,000 plan books were supplied for use in the project at that time, and additional plan books have been made available since.

To bring county agents up to date on planning procedure, training schools were held for 21 counties in southwestern Minnesota in August 1948. The agents were met in three groups, each group in a 1-day meeting. At each meeting the forenoon was spent on a farm, studying the crops, livestock, equipment, and other present organization features, and also the soil conditions, contour, and other physical facts. In the afternoon, the agents in teams of two, laid out and presented alternative plans, which were discussed by the entire group. Methods of utilizing specialists and carrying on teaching programs relating to farm planning were discussed. Extension specialists in farm management and soils, and the county agent supervisors of the district, conducted the schools.

Following up these teaching schools, about four pilot counties will carry on planning activities with 12 to 15 farms during the winter and spring of 1949. On these farms major attention will be given to improved organization of the crop and livestock program and to soil conservation practices.

In addition to work in these pilot counties, two other counties are planning rather comprehensive farm and home planning, with two to three demonstration farms in each county.

Other work related to farm planning includes the following:

1. Utilization of TVA demonstration farms. This project was carried on for 8 years in 21 of the 87 counties, and was based on carefully planned rotation systems. As a result, some very good demonstration farms are available in all these counties and are used as such.
2. Cooperation with soil conservation districts. One weakness in the district program is the basic teaching on such topics as - what is a rotation and what are its purposes, feed value of hay and pasture as compared with other crops and methods of utilizing larger quantities of hay. Meetings of this kind were held last year in seven counties, this year in two others.

3. Farm business associations. Most of the activity here is in farm business planning, but a scattering of farms in these services have been given help in physical lay-out of farms.
4. Cut-over farm planning. This area, nearly a third of the land and of the State, has the common problem everywhere of too few tillable acres for farm. Farm business planning always converges on the one problem, how to open up more land. The attack on this is through united planning by extension agents, working with the farm people themselves, on solving the basic problems involved.

MISSOURI

Balanced farming (individual farm and home planning) is the extension program in Missouri; therefore, the approach is not exactly the same as it would be where planning is used as a technique or project only. In view of the fact that there is a wide variation in the various counties of the State the progress of the program varies, and a number of approaches and procedures are used.

Planning is done by the farm family with the assistance of the county extension workers or representatives of other agencies. In order to make the best use of the State staff, including farm management specialists, a steering committee composed of representatives of one specialist from each of the project groups and representatives of administration serves as a coordinating body. The State staff, including farm management specialists, is responsible for:

1. Training agents or representatives of other agencies and leaders to do the job of balanced farming.
2. Providing subject matter.
3. Providing the necessary forms, workbooks, handbooks, and the like.
4. Assisting the agents in starting the program and working out actual plans for demonstration farm.
5. Assisting agents with difficult problems they have on farms where plans are being worked out.
6. Providing educational material, such as slides, movies, and charts.

The procedure in the counties varies:

1. In counties where the program is relatively new and where only one agent is in the county a small number of farms are used as demonstration farms.
2. In some counties, especially after the program is started, groups of farmers are taken through a school consisting of five to eight meetings where plans are developed.

3. Recently the program has been expanded by the organization of balanced farming rings or associations in which 50 farmers contribute toward the hiring of an additional county agent to work exclusively with them for 1 year while working out their plan and getting it into operation.
4. In counties with soil districts the Soil Conservation Service technicians work out the water management and cropping phases of the program while extension agents complete the livestock, financial, and home improvement phases, making a complete plan.
5. The itinerant teachers working with veterans on the farm-training program are also working on the balanced farming program with a goal of preparing a farm plan for each of these veterans. The State extension staff and county agents assisted by training the teachers and helping them get the program started.

Business and farm organizations, including the State bankers' association, State chamber of commerce, local civic groups and others, are cooperating by providing money to employ additional county agents to work with the balanced farming program and also to provide money for special awards to farmers doing a good job in balanced farming as well as to help promote the program in general. Other agencies working with farmers, such as Farmers Home and Production Credit, are all cooperating either by using the plan as a basis for credit or encouraging their borrowers and cooperators to participate in the program.

As of 1948 three different procedures are being used:

- (a) Assisting farm families in developing a complete farm and home plan for their farm. This is primarily done as a demonstration in new communities.
- (b) Conducting balanced farming schools. In these schools 6 to 10 families are assisted in developing their own plans in a series of 8 to 10 meetings where different phases of the program or plans are developed at each meeting.
- (c) Balanced farming association. We have 32 associations organized with approximately 50 farmers in each association. These farmers are paying from \$50 to \$75 each toward employing an assistant or an associate county agent who works directly with them in developing the complete farm and home plan. The remainder of the budget is provided by the Extension Service and local businessmen.

The program has been in operation in Missouri approximately 10 years. However, it was not possible to make very much progress during the war owing to lack of personnel, and most of the planning has been done within the last 3 years.

The changes that have occurred since its beginning have been primarily in the nature of revising materials and forms and developing new methods of doing the work.

Plans for the future are primarily designed to develop new techniques for speeding up the program, especially in getting the plans into operation. Much of this is being done through the development of individual contractors, such as terracing contractors, pond construction contractors, and plumbers.

We have found that it is easier to assist farm families in developing a plan than it is to get the plan from the paper stage into operation.

NEBRASKA

Early in 1944 the State extension director gave approval to the exploration and study of farm and home planning for Nebraska. In August 1944, two extension men in farm management, one instructor of farm management, and a district extension supervisor attended a 3-day balanced farming training school for extension workers in St. Joseph, Mo.

The idea of a "balanced farming program" was presented to the entire agricultural college, State extension, and soil conservation staffs. Approval to go ahead and "try it" in Nebraska was given. Thereupon, a farm planning handbook was prepared by farm management extension and research workers with the approval and cooperation of other subject-matter departments.

This handbook was designed to make plans for:

1. Soil conservation and cropping practices.
2. Livestock enterprises.
3. Farm management and organization (farm accounts).
4. Pasture management.
5. Utilization of farm labor.
6. Arrangement of the farm buildings.

Demonstration farms were established in Cass, Nemaha, Lancaster, Phelps, and Furnas Counties, during the winter of 1944 and 1945. These farms were to be used as "experimental cases" for county agents, district soil conservationists, and State extension workers; then later as demonstration farms.

Training schools were held in each one of these counties, and all farms were walked. Close examination was made of the land and buildings and of the farm family living conditions. Soil conservation, cropping, and livestock plans were discussed and worked out.

A "balanced farming" extension committee was set up in October 1944, with the assistant extension director as chairman, and farm management, agronomy, agricultural engineering, dairy, and livestock extension men as other members. This committee, along with a soil conservation man, met and "walked" a farm in Lancaster County, examined the land and buildings and discussed soil conservation and cropping plans, pasture plans, rearrangements of buildings, and other improvements most needed on this farm.

The organization of this committee was changed in 1945 to include the home economics extension department. The State Extension Committee for Farm and Home Planning includes members representing the following at present (September 1948):

Program planning, farm management, home management, district supervisor, dairy extension, and publicity.

The State extension staff adopted the name of the farm unit program in 1945 for the farm and home planning program. So far this name is still carried, even though it is accepted only in a general way by State and county extension workers.

Home planning was made a definite part of the "Farm Unit Program" during 1945. Extension workers in home economics prepared a "work" booklet for home planning. Both farm and home planning were put together into the same booklet.

Since then farm and home planning, as an extension program, has been carried on with small groups of farm families in seven counties in Nebraska. These groups (husbands and wives) meet about once each month during the winter and discuss some phase of farm planning and of home planning. These group meetings are small enough for a good discussion to be carried on. The folks also enjoy the sociability and friendliness. Probably, these meetings could more nearly reach their objective if more definite plans were made. Such meetings would undoubtedly be more effective if reorganized along this line. A "check up" in one county in 1947, showed that 19 farms had made 55 changes in practices and principal enterprises during the year, as the result of farm and home planning.

To date (September 1948) farm and home planning has been introduced through 2-day training schools in approximately 37 counties in the State. Seven counties carried on the program with one or more small groups of farm people during the winter of 1947 and 1948. Seven other counties were seriously considering the beginning of farm and home planning.

After 2 years of regional discussion and planning, a farm and home planning workshop was set up for extension workers. This was held at Urbana, Ill., in July 1948. Five extension workers from each of the 13 States in the North Central region attended. Nebraska sent its quota of extension workers, which included a county home agent, a county agricultural agent, a district extension supervisor, a farm management specialist, and a home management specialist.

In September, the Nebraska Farm and Home Planning Committee held a 2-day discussion for the continuing of farm and home planning. Eighteen State extension workers attended.

The following committees were organized: Administration, motivation, subject matter, and forms. Each committee worked out its plans, and these were submitted to and approved by the State extension service. A report has been prepared and sent to all participants.

The State extension subject-matter workers are now rewriting and reorganizing the farm planning booklet, forms, and subject-matter material. The name of this program has been changed to: "Balanced Farming and Family Living for Nebraska Farms."

During October, the Nebraska county extension agents met in subdistrict conferences and drew up their final 1949 work plans. The seven counties that carried on some planning with groups last year expected to continue this next year. Twelve other counties expect to begin the balanced farming and family living program by the group approach in 1949. About six other counties will be working at it by the demonstration farm approach.

NORTH DAKOTA

Farm and home planning procedure has been prepared and approved by the staff. District supervisors are training agents in procedure. Part of the subject-matter material has been prepared and presented to extension agents. The first meeting on planning will be held after the first of the year.

OHIO

Farm and home planning in Ohio has been carried on over the past 10 years in two rather distinct ways:

1. On a group basis in farm management schools, farm unit schools, schools for young farm couples, vocational agriculture and GI. training schools, and Soil Conservation Service groups with soil and water conservation plans already started.
 - a. Farm management and farm unit schools held during the period 1938-41 reached 6,378 farmers in more than 60 of the 88 Ohio counties. These were five session schools involving four different subject-matter specialists and covering the "Farm Business Program" (type and size of business), "The Cropping Program," "The Livestock Program," "The Labor, Power, and Machinery Program," and "Farm Financial Program." Farm planning booklets or separate sheets from them were used and part of the sessions devoted to working up plans for their own farms.
 - b. During the war period similar information was brought to 2,415 young farmers deferred from military service in young farmers' farm management schools in 28 counties. The subject matter was broadened to cover some production practices and the number of sessions increased to eight in some cases. These schools have been continued in 35 counties since the war for young farmers and returned GI's. They result in fairly complete plans for the operator's farm. Follow-up by county agents and specialists during the summer is directed to farmers needing assistance in putting their plans in operation.
2. On an individual farm basis with TVA demonstration farms, farm account record keepers, and veteran trainees keeping farm records.
 - a. An average of 25,000 Ohio farmers over the past 5 years have procured copies of the Ohio farm account book. About 1,000 records per year have been summarized in meetings and between 500 to 600 brought into the college for further analysis in type-of-farm summaries.

- b. In 13 counties, 230 farmers have demonstration farms in cooperation with the TVA and the Extension Service. These farmers have developed definite plans on their units and are visited in tours and field meetings.
- c. Account records are being kept by approximately 9,500 GI trainees in 475 "on-the-job" training centers in Ohio. Plans are being drawn up for training GI instructors in the summary of these records and development of farm plans.

The success of these various programs has depended more on the cooperation of various specialists and county agents than on the particular phase of technique being used.

In Ohio we have not walked the farm.

The aim has not been to get formal plans worked out.

Our efforts during 1948-49 will include:

- a. Farm-home management schools for young farm couples.
First year schools--following previous pattern.
Second year schools--preparing a complete farm-home plan.
- b. Follow-up group meetings with SCS clients who have soil and water plans already developed. These were made more complete and further developed by agents and specialists.

Training meetings are planned.

- c. Additional short courses featuring a balanced-farming program for young farmers. Follow-up through farm visits.
- d. Bankers, farmers, county agents, and specialists on tours to TVA demonstration farms.
- e. Further effort to educate rural bankers and other rural lending agencies to make loans on the basis of well-made farm plans and adoption of good practices. Some already follow this procedure.

SOUTH DAKOTA

Farm and home planning has not yet been carried on as a definite part of the extension program in South Dakota. Some aspects of farm planning, however, have been used in connection with the keeping, analysis, and return of farm record books in two areas of the State. Last year there were about 65 cooperating record keepers in five counties in the Southeastern area and 60 in six counties in the North Central area. Information from these farm record summaries has also been used by county agents in these areas and in other parts of the State in answering questions on the balance between various farm enterprises, farm reorganization, cropping systems, labor efficiency, and returns from livestock.

During the past 2 years increased emphasis has been placed on two other phases of extension work closely related to farm and home planning. These are (1) a farmstead and home improvement program emphasizing the need for improving living conditions on our farms and ranches, and (2) encouraging financial planning by farm families as a means of determining wise farm investments and the best use of farm incomes.

A more complete type of farm and home planning within the State extension program has been under consideration. This has proceeded mainly in the discussion stage, with a small start in the experimental or pilot county stage. The method has been discussed at annual State extension conferences and at district meetings with county and home agents. One county held several meetings on farm and home planning last year with each of two small groups on an experimental basis. Further meetings are planned for the winter in this county. We are also looking forward to several other counties trying out the method on an experimental basis.

WISCONSIN

Nearly 10 years ago one of the district leaders was influenced by the extension economist in farm management to hold a 2-day farm planning conference with the county extension workers and subject-matter specialists in soils, crops, poultry, animal husbandry, and farm management.

Farm visits were made to acquaint the specialists with the farmer's situation, and a farm plan was made showing a method of making changes in the farm set-up and organization to increase the net farm income.

This approach was not found to be satisfactory by either the district leader or the subject-matter specialist.

Second attempt. A few years later the home management specialist cooperated with the farm management specialist in holding similar county meetings in about five or six counties. These did not seem to meet with approval. I think the main difficulty was that the home management specialist had too many forms to fill out, all stapled together in one bunch.

Individual Farm Planning: The farm management specialist has made many farm visits to help individual farmers make plans for improving the farm organization. These plans have been followed out and increased income has resulted.

Two of the county agent district leaders have been interested in the farm and home approach as a method of doing extension work. The director of extension has held back on this, as he thinks it will put too much work on the county agent with too few people.

We have held two meetings with our first organized group of seven families in Waukesha County. Discussion at the first meeting was centered on the meaning of farm and home planning, the need for it, and an outline of both farm management and home management aspects of this method of doing extension work.

The second meeting with the farm group was spent walking some of the farms while the women inspected a couple of the farm homes.

The third meeting will be spent in fitting the livestock to the cropping system which each family is working out before the next meeting.

